

## Message Text

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ACTION MMO-04

INFO OCT-01 AF-10 ISO-00 SS-15 A-01 /031 W

-----116277 112236Z /72

R 101548Z JAN 78

FM AMEMBASSY KIGALI

TO SECSTATE WASHDC 5635

UNCLAS KIGALI 0040

FOR AF/EX - SALAZAR FROM AMBASSADOR CRIGLER

E.O. 11652: N/A

TAGS: AMGT

SUBJECT: HIRING LIMITATION AND EMBASSY PERSONNEL NEEDS

REF: STATE 003165

1. REFTEL FROM DEPUTY UNDER SECRETARY FOR MANAGEMENT PUTS ME IN AN AWKWARD POSITION. IT ARRIVED JUST AS WE WERE POLISHING FOR TRANS-MISSION A MESSAGE REQUESTING, AND I BELIEVE JUSTIFYING, A NEW GSO POSITION. NOW I AM INCLINED TO DESIST AND TRY TO GET ALONG FOR SOME TIME LONGER WITH AN ADMINISTRATIVE SECTION MANNED BY ONE AMERICAN OFFICER (PLUS CRO). THE TROUBLE IS, IT ISN'T FAIR TO OUR AO THAT HE SHOULD HAVE TO WORK THE LONG LONG HOURS, ASSUME ALL THE OPERATIONAL RESPONSIBILITIES, AND ENDURE THE FRUSTRATIONS THAT ARE INEVITABLE IN POSTS LIKE KIGALI, WHERE LOCAL INFRASTRUCTURE IS TOTALLY INADEQUATE FOR OUR SERVICE NEEDS, AND WHERE EFFICIENT, RELIABLE LOCAL PERSONNEL FOR KEY POSITIONS ARE VIRTUALLY IMPOSSIBLE TO RECRUIT AND TRAIN.

2. IN THE PAST YEAR OR SO, EMBASSY KIGALI'S WORKLOAD HAS GREATLY INCREASED, WITH FURTHER INCREASES IN THE OFFING. AMERICAN PERSONNEL GROWTH MOST STRIKINGLY ILLUSTRATES THIS TREND: A PEACE CORPS DIRECTOR HAS JUST ARRIVED, A USIS PAO IS EXPECTED THIS SPRING, A SECOND COMMUNICATOR IS EXPECTED IN CONNECTION WITH AFRECONC INSTALLATION, AND SECOND AID AND PC OFFICERS ARE ALSO PROGRAMMED FOR FY 78.

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ALL OF THESE ARE NEW POSITIONS THAT WILL INCREASE OUR OVERALL COMPLEMENT OF AMERICAN EMPLOYEES FROM EIGHT TO THIRTEEN. ALTHOUGH OUR PRESENT LONE ADMIN OFFICER IS NOT SUPERSTITIOUS, THAT NUMBER MAY BE VERY UNLUCKY FOR HIM. THE BURDEN OF HIS SECTION WILL BE SIMPLY AWFUL, WITHOUT ANY HELP IN SIGHT EXCEPT FOR COMMUNICATIONS.

3. IT SHOULD BE NOTED THAT THE SIZE OF THE AMERICAN CONTINGENT

HERE IS GROWING AS A NATURAL RESULT OF THE ADMINISTRATIONS'S GREATER INTEREST IN AFRICA GENERALLY, AND IN THE SMALL MODERATE NATIONS OF AFRICA IN PARTICULAR. RWANDA, WITH ITS PRIMITIVE ECONOMY, DECENT AND IMPRESSIVE NATIONAL LEADERSHIP, AND WILLINGNESS TO THROW PRACTICALLY ALL NATIONAL RESOURCES INTO THE DEVELOPMENT EFFORT, IS AN EXCELLENT CANDIDATE FOR OUR INCREASED ASSISTANCE TO DEVELOPMENT

IT HAS BEEN JUDGED IN OUR INTEREST TO BE AS RESPONSIVE AS POSSIBLE TO RWANDAN REQUESTS AND TO MAKE THE USG CONTRIBUTION MORE MEANINGFUL THAN IT HAS EVER BEEN BEFORE. THESE ARE AGREED PROGRAM OBJECTIVES, BUT THEY REQUIRE FINANCIAL, MATERIAL, AND HUMAN RESOURCES GREATER THAN WE HAVE HAD AVAILABLE UP TO NOW.

4. THUS INSTEAD OF REQUESTING A NEW GSO POSITION, AND DOCUMENTING OUR JUSTIFICATION IN DETAIL, I PREFER TO LAY OUT OUR PROBLEM AND ASK FOR YOUR BEST ADVICE ON HOW TO APPROACH IT IN LIGHT OF THE CONSTRAINTS IMPOSED BY REFTTEL. CRIGLER

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